

MAJOR CONSOLIDATED SUBSIDIARIES

As of March 31, 1998

Domestic

Ricoh Optical Industries Co., Ltd.
Tohoku Ricoh Co., Ltd.
Hasama Ricoh, Inc.
Ricoh Unitech Co., Ltd.
Ricoh Seiki Co., Ltd.
Ricoh Microelectronics Co., Ltd.
Ricoh Keiki Co., Ltd.
Hokkaido Ricoh Co., Ltd.
Miyagi Ricoh Co., Ltd.
Niigata Ricoh Co., Ltd.
Nagano Ricoh Co., Ltd.
Gunma Ricoh Co., Ltd.
Tochigi Ricoh Co., Ltd.
Saitama Ricoh Co., Ltd.
Ibaraki Ricoh Co., Ltd.
Chiba Ricoh Co., Ltd.
Tokyo Ricoh Co., Ltd.
Nishi Tokyo Ricoh Co., Ltd.

Kanagawa Ricoh Co., Ltd.
Shizuoka Ricoh Co., Ltd.
Aichi Ricoh Co., Ltd.
Kyoto Ricoh Co., Ltd.
Osaka Ricoh Co., Ltd.
Hyogo Ricoh Co., Ltd.
Hiroshima Ricoh Co., Ltd.
Shikoku Ricoh Co., Ltd.
Fukuoka Ricoh Co., Ltd.
Ricoh Information Systems Co., Ltd.
NBS Ricoh Co., Ltd.
Ricoh Technonet Co., Ltd. (Tokyo)
Ricoh Technonet Co., Ltd. (Osaka)
Ricoh Logistics System Co., Ltd.
Ricoh Leasing Company, Ltd.
Ricoh Engineering Co., Ltd.
Giga Networks, Inc.
Parts Components Systems Co., Ltd.

Overseas

Ricoh Electronics, Inc.
Ricoh UK Products Ltd.
GR Advanced Materials Ltd.
Ricoh Industrie France S.A.
Taiwan Ricoh Co., Ltd.
Ricoh Asia Industry (Shenzhen) Ltd.
Ricoh Corporation
Ricoh Europe B.V.
Ricoh Deutschland GmbH
Ricoh UK Ltd.
Gestetner Holdings PLC
Ricoh España S.A.
Ricoh France S.A.
Ricoh Italia S.p.A.
Ricoh Hong Kong Ltd.
Ricoh Asia Industry Ltd.
Ricoh Photo Products (Asia) Ltd.
Ricoh Asia Pacific Pte. Ltd.
Ricoh Finance Nederland B.V.

BOARD OF DIRECTORS

As of June 26, 1998

Chairman

Hiroshi Hamada

President

Masamitsu Sakurai

Executive Managing Directors

Kazuhiro Sakai
Haruo Kamimoto
Tatsuo Hirakawa

Managing Directors

Akira Suzuki
Naoto Shibata
Koichi Endo
Yoshinori Sakata
Masaaki Iida
Masami Takeiri
Makoto Hashimoto

Directors

Taisaburo Homae
Masayuki Matsumoto
Terumoto Nonaka
Atsumichi Nagatomi

Takekuni Miyata
Kiyoshi Sakai
Tadatoshi Sakamaki
Takashi Nakamura
Kenji Hatanaka
Etsuo Kobayashi

Statutory Auditors

Akio Miyazaki
Minoru Tajima
Hisaaki Koga
Katsumi Yamamoto
Kenji Matsuishi